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BRIEF FOR THE PERSONNEL DEVELOPMENT BOARD

PURPOSE: To provide background information relative to practices in CIA and the Federal Government as to the recruitment, compensation, and advancement of personnel who enter "intern" or extended training programs upon their entrance on duty.

I. Initial Examining Process and Starting Salaries for Professional Positions

A. Federal Government - Basic Professional Entrance Examination

Initial hiring of college graduates is usually through the Federal Service Entrance Examination. Most employees with a Bachelor degree receive GS-5, but persons who have outstanding college records and meet high standards on the competitive examination may receive grade GS-7. Persons with Master degrees usually receive grade GS-7 and may be offered grade GS-9 if they have outstanding records. In 1960, 148,797 applied for this examination; 91,187 took the examination of which 31,083 passed; 7,157 were certified to positions.

B. Federal Management Intern Programs

The Federal Service Entrance Examination (Management Intern Option) is used to recruit people with management potential for special training in management work. The formal training programs range from a few months to 18 months after appointment. The number of management internships available is limited and only outstanding candidates are rated eligible. To qualify in the management intern option, candidates must demonstrate outstanding potential by passing additional written tests of greater difficulty than the standard FSEE test, qualifying in a group oral interview, and being highly recommended through qualification inquiries obtained from persons having direct knowledge of the education and experience claimed. In 1960, 16,335 took the written examination for the Management Intern Option; 1,302 passed the written examination and 321 also passed the oral; 133 were certified in the entire Federal Government to such positions. A check with largest users of this option reveals that most appointments are made at GS-9.

C. CIA Junior Officer Training Program

Initial hire for this Program is based on an overall evaluation of academic achievements, military and civilian experience, examinations and interviews. The large majority are hired at grade GS-7.

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Those hired above grade GS-7 are usually earmarked for a given area at time of hire. In Fiscal Year 1961, the JOT Program received 614 new files on which permanent or confirmed actions were effected on 124. Junior Officer Program Training Officers conducted 468 interviews and 85 persons were entered on duty during FY 1961; 73 were at grade GS-7, 10 at grade GS-8, and 1 each at grades GS-9, 11 and 12.

II. Advancement Comparison Between Navy and Defense Departments Management Interns and CIA Junior Officer Trainees

Presented below is the grade distribution as of 31 June 1961 of graduates of the Navy Management Intern Program, the Department of Defense Management Intern Program, and the CIA Junior Officer Training Program, who have attained the GS-13 or higher grade level. Complete information of the number of personnel who entered on duty each year in the Navy and Defense programs is not readily available nor is the grade distribution of those who have not yet attained GS-13.

A. Navy Department - 125 Graduates on Duty

| <u>Year of EOD</u> | <u>Average Grade at Entrance</u> | <u>GS-13</u> | <u>GS-14</u> | <u>GS-15</u> |
|------------------------|--------------------------------------|--------------|--------------|--------------|
| 1949 | 5.0 | - | 2 | - |
| 1950 | 5.0 | - | 2 | 1 |
| 1951 | 5.6 | 2 | 5 | 2 |
| 1952 | 6.0 | 4 | 4 | - |
| 1953 | 6.5 | 3 | 1 | - |
| 1954 | 6.7 | 4 | 1 | 1 |
| 1955 | 6.6 | 3 | 2 | - |
| 1956 | 7.0 | 1 | - | - |
| 1957 | 7.0 | 2 | - | - |
| | | <u>19</u> | <u>17</u> | <u>4</u> |

B. Department of Defense - 59 Graduates on Duty

| <u>Year of EOD</u> | <u>Average Grade at Entrance</u> | <u>GS-13</u> | <u>GS-14</u> |
|------------------------|--------------------------------------|--------------|--------------|
| 1954 | 7. | 1 | 2 |
| 1955 | 7. | 1 | 1 |
| 1956 | 7. | 3 | - |
| 1957 | 7. | 1 | - |
| | | <u>5</u> | <u>3</u> |

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C. CIA Junior Officer Training Program - 290 Graduates on Duty

| <u>Year of EOD</u> | <u>Average Grade at Entrance</u> | <u>GS-13</u> | <u>GS-14</u> | <u>GS-15</u> |
|--------------------|----------------------------------|--------------|--------------|--------------|
| 1951 | 7.1 | 6 | 2 | 2 |
| 1952 | 6.3 | 11 | 3 | - |
| 1953 | 7.7 | 3 | 1 | - |
| 1954 | 7.0 | 1 | - | - |
| 1955 | 7.3 | - | - | - |
| 1956 | 7.9 | 1 | - | - |
| 1957 | 7.7 | 3 | - | - |
| | | <u>25</u> | <u>6</u> | <u>2</u> |

III. Progression of JOT Graduates

- A. Tab A, hereto, presents a comparison of JOT graduate progression in relation to year of age with progression of all CSCS males and with Foreign Service Officers.
- B. Tab B compares JOT graduate promotions by Calendar Year 1958 through 1961 to date, with promotions of non-JOT's in the CSCS and DDJ.
- C. Tab C contains a statistical tabulation of progression of JOT graduates in the CSCS and DDJ and the entire Agency according to "Class Year".

IV. Promotion Patterns - Internal Promotions

A. Management Interns in Federal Agencies

1. Navy Department
Hire is usually at grade GS-7 or 9 and promotion to grade GS-9 or 11 is effected at end of the training course at the end of a year. Further promotion is dependent on demonstrated performance and usually is effected at the end of another year.
2. Department of Defense
Initial hire during the past three years has been predominantly at grade GS-9. Promotion to grade GS-11 is usually effected a year later at the end of the training program. Subsequent promotions are dependent on availability of positions at higher grade. It is not unusual for promotion to grade GS-12 to be effected a year later.

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B. General Services Administration Internship Program

Persons entering their training program usually have an M. A. degree and are appointed at the top step of grade GS-7. Six months later (formal training completed) they are promoted to the top step of GS-8. Another six months later (on-the-job training completed) they are automatically promoted to the sixth step of grade GS-9 and leave the Internship Program. Their promotions from that point on are completely dependent upon the availability of positions at higher grades.

C. General Services Administration Junior Professional Training Program

In Headquarters, General Services Administration is training 10 Automatic Data Processing personnel and in the field 15 Public Buildings Management personnel. The Automatic Data Processing personnel were recruited at grade GS-5 and promoted to grade GS-7 at the end of 6 months training. Further promotions to grades GS-9 and 11 are possible at yearly intervals providing performance warrants this pace of advancement.

D. CIA Junior Officer Training Pattern

Hire is usually at grade GS-7 and promotion to grade GS-8 is usually effected 9 months later, at the end of formal training. Promotion to GS-9 is usually made a year later at the completion of a year of on the job training. Promotions beyond grade GS-9 are dependent on the action of the Career Service to which the individual is assigned.

V. Proposed CIA Junior Officer Progression Pattern

| <u>Grade</u> | <u>Action</u> | <u>Months In Grade</u> |
|--------------|---|------------------------|
| GS-7 | Entrance on Duty | 8 |
| GS-8 | Promotion | 10 |
| GS-9* | Promotion | 12 |
| GS-10 | Promotion | 12 |
| GS-11 | Promotion to grade GS-12 or Selection Out | 18 |
| GS-12 | | |

*Junior Officer Trainees normally complete their training program and are assigned to a Career Service while at grade GS-9.

(The above pattern was proposed by the Chief, Junior Officer Training Program in a memorandum dated 12 October 1961 to the Director of Training and is intended to include all CIA Junior Professional personnel.)

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C O R R E C T E D

PROMOTION OF GS-9 PERSONNEL

| Calendar Year | Total Promoted | | | | DDI-JOT's Promoted | | | |
|------------------|----------------|------|------|-----|--------------------|-----|------|------|
| | Number | | Rate | | Number | | Rate | |
| | CSOS | DDI- | CSOS | DDI | CSOS | DDI | CSOS | DDI* |
| 1958 | 133 | 123 | 24% | 27% | 11 | 3 | 35% | - |
| 1959 | 67 | 110 | 11% | 28% | 18 | 2 | 33% | - |
| 1960 | 47 | 61 | 9% | 19% | 7 | 4 | 13% | - |
| 1961** | 35 | 61 | 12% | 26% | 11 | 3 | 27% | - |

* Because of the small numbers involved, no meaningful promotion rates could be computed for the DDI Ex-JOT. Data for 1961 showed a 100% DDI promotion rate, all individuals who were promoted from GS-9 to GS-10 having been assigned to the DDI career service less than one year after transfer from the JOT Program.

** Total numbers for 1961 are for the first 9 months of the year, but rates have been converted to an annual basis.

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